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October 30, 2020
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Measurement and Validation of Entrepreneurial Competency Scale

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Abstract

The current study is intended to explore the dimensions of entrepreneurial competency construct and the factors that make up each dimension. Entrepreneurial competency is measured in the present study through a survey conducted among small and medium entrepreneurs. Potential indicators are identified from the existing literature. Different researchers use different aspects of competency to track the level of entrepreneurial competency possessed by small and medium entrepreneurs across the world. The existing literature is not providing any evidence of a standardized, validated and self-administered entrepreneurial competency scale. Most of the studies conducted in the field either depends on general competency model or focus on only qualitative aspects of competency. Using a questionnaire with 47 indicators, identified from literature, a study was conducted among 650 small and medium entrepreneurs in Kerala during October 2018 to test the validity of the data collection instrument. All paths in the model were significant and all path coefficients were positive indicating that an increase in any of these dimensions results in an increase in Entrepreneurial Competency. Thus, the four dimensions of entrepreneurial competency could explain ninety seven per cent variation in entrepreneurial competency construct.

Key Words: Entrepreneurial competency scale, measurement, scale validation, factor analysis, small and medium entrepreneurs.

Introduction

Entrepreneurial competencies are defined as underlying characteristics such as generic and specific knowledge, motives, traits, and self-images, social roles and skills which result in venture birth, survival and or growth (Bird, 1995). Muzychenko and Sae

(2004) differentiate between innate and acquired aspects of competency. The former involves traits, attitude, self-image and social roles and the latter involve components acquired at work or through theoretical and or practical learning, and are also referred to as internalized elements (Bartlett

& Ghoshal, 1997) while the latter are often called externalized elements (Muzychenko & Sae, 2004). The internalized aspects of competencies are difficult to change, whereas the externalized elements can be acquired through proper training and education programmes and need to be practiced (Garavan & McGuire, 2001; Man & Lau, 2005).

Different researchers use different aspects of competency to track the level of entrepreneurial competency possessed by small and medium entrepreneurs across the world. The existing literature is not providing any evidence of a standardized, validated and self-administered entrepreneurial competency scale. Most of the studies conducted in the field either depend on a general competency model or focus on only qualitative aspects of competency. None of the studies focuses on the functional aspects of entrepreneurial competency, and hence, the current study.

Conceptual Framework and Literature Review

Literature is divided into different sections such as entrepreneurial competency, types of entrepreneurial competency and the dimensions of entrepreneurial competency.

Entrepreneurial Competency

Siwan Mitchelmore and Jennifer Rowley (2010) had undertaken a literature review of research on entrepreneurial competence in order to provide an integrated account of contributions relating to

entrepreneurial competencies by different authors working in different countries and different industry sectors and at different points in time; and, develop an agenda for future research, and practice in relation to entrepreneurial competencies. After a lengthy examination of various literatures in the field of entrepreneurial competencies, he suggests that although the concept of entrepreneurial competencies has been used widely by government agencies and others in their drive for economic development and business successes, the core concept of entrepreneurial competencies, its measurement and its relationship to entrepreneurial performance and business success is in need of further rigorous research and development in practice. Competency was first popularized by Boyatzis (1982), who performed a comprehensive study of over 2000 managers and he identified and assessed over a hundred potential competencies. Entrepreneurial competencies are underlying characteristics possessed by a person which result in new venture creation, survival, and/or growth (Bird, 1995). For the purpose of the present study, entrepreneurial competencies are defined as individual characteristics that include both attitudes and behaviours, which enable entrepreneurs to achieve and maintain business success. In this study, entrepreneurial competency comprises of entrepreneur's motives, traits, self-image, attitude, behaviours, skills and knowledge (Boyatzis, 1982; Brophy & Kiely, 2002), measured with 47 variables, which were later grouped into four different factors.

Types of Entrepreneurial Competency

Huck and McEwen (1991) find that management, planning and budgeting, and marketing/selling are the three most important competency areas for Jamaican entrepreneurs. Minet and Morris (2000) argue that adaptation is the core of entrepreneurial competency. Chandler and Jansen (1992) argue that to function effectively in entrepreneurial role, two competencies are required: one is the ability to recognize and envision taking advantage of opportunity; the other is the drive to see firm creation through to fruition, which requires the willingness and capacity to generate intense effort for long, hard hours. Baum et al. (2001) distinguish between specific competency and general competency. Specific competency consists of industry skills and technical skills, while general competency includes organization skills and opportunity recognition skills. Sony and Iman (2005) decompose entrepreneurial competency into four dimensions: management skills, industry skills, opportunity skills and technical skills. Man et al. (2002) defined entrepreneurial competencies as higher-level characteristics encompassing personality traits, skills and knowledge, which can be seen as the total ability of the entrepreneur to perform a job successfully. Six major competency areas are identified in their work: (1) opportunity, (2) organizing, (3) strategic, (4) relationship, (5) commitment, and (6) conceptual competencies. Kabir, Ibrahim and Shah (2017) examined the relationship between entrepreneurial competency and firm performance of female

entrepreneurs in Nigeria. The study indicated that for female Entrepreneurs in Nigeria to succeed in their businesses, they need to equip themselves with necessary competencies. They found out tht strategy, opportunity and organizing competencies have positive direct relationship with firm performance.

Dimensions of Entrepreneurial Competency

Wulani, Fenika. (2019) developed a scale for measuring entrepreneurial competence of SME owners in Indonesia using competency indicators made from three stages of development, namely exploratory competency items, expert judgment, and scale validation. The result of the study shows that 5 competency dimensions are covering 26 indicators. The dimensions of entrepreneurial competence are managerial , strategic, service quality, development, and performance competencies. Tittel and Terzidis (2020) in their study entrepreneurial competences revise developed a consolidated and categorized list of entrepreneurial competences. They have grouped the categories of competence into three levels such as personal, social and professional level competencies. Kathe and Carlos (2018) developed a model explaining the general entrepreneurial competencies. The model gives new insights about the how to understand and explore entrepreneurial opportunity by a successful entrepreneur, based on his personal characteristics. Arafeh (2016) in his study An entrepreneurial key competencies' model proposed a softcomputing-based entrepreneurial key competencies' model (SKECMfor predicting the overall quality of entrepreneurial



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competencies. The model is based on three-clusters, ten key entrepreneurial competencies.

For the purpose of the present study, entrepreneurial competencies are defined as individual characteristics that include both attitudes and behaviours, which enable entrepreneurs to achieve and maintain success in their ventures. More specifically, in this study, entrepreneurial competencies are comprised of the entrepreneur's motives, traits, self-image, attitudes,

behaviours, skills and knowledge (Boyatzis, 1982; Brophy & Kiely, 2002). Measuring these dimensions, particularly those representing non-behavioural elements, is a challenge because internal characteristics such as need for achievement, self-confidence and risk taking) are hard to observe and must be measured through introspection and self support or inferred from an entrepreneur's behaviours.

The six competency areas are given in Table 1



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Table 1

The Six Competency Areas Identified in the Literature Man et al. (2002)

Competency Area	BEHAVIOURAL FOCUS
Opportunity competencies	Competencies related to recognizing and developing market opportunities through various means
Relationship competencies	Competencies related to person-to -person or individual – to-group based interactions. For Eg. Building a context of cooperation and trust, using contacts and connections, persuasive abilities, communication and interpersonal skill
Conceptual competencies	Competencies related to different conceptual abilities which are reflected in the behaviour of entrepreneur, eg. Decision skills, absorbing a and understanding complex information and risk-taking and innovations
Organizing competencies	Competencies related to organization of different internal and external human, physical, financial and technological resources including team-building, leading employees, training and controlling
Strategic competencies	Competencies related to setting, evaluating and implementing the strategies of the firm
Commitment competencies	Competencies that drive the entrepreneur to move ahead with the business

Source: Adam and Shell(1993), Barlett and Ghoshal(1997),Baum), Bird(1995), Chandler and Jansen(1992), Durkan et.al(1993),Hunt(1998), Lau et.al.(2000), McClelland(1973).

Method

Developing the Entrepreneurial Competency

Construct

The current study was intended to explore the dimensions of entrepreneurial competency construct and the factors that make up each dimension. Entrepreneurial competency is measured in the present study through a survey conducted among small and medium entrepreneurs. Potential indicators were identified from the existing literature. There were 72

indicators of entrepreneurial competency as revealed by the existing literature. The items were finalized after discussions with experts and officials in the field and thereby reduced the number of indicators to 65.

Pretesting of the Instrument

To ensure the suitability of the indicators to measure the entrepreneurial competency of small and medium entrepreneurs, a survey was conducted among 50 small and medium entrepreneurs in Ernakulam district

of Kerala. The purpose of pretesting was to ensure that the respondents understand the indicators in the same way as the researcher conceived the variables and are capable of eliciting proper and accurate responses from them. The competency indicators were measured on a five point Likert scale ranging from strongly agree to strongly disagree during the month of August 2018. This resulted in the reduction of 65 indicators to 47 indicators. Hence entrepreneurial competency in the present study is conceived as a construct made up of these 47 competency indicators. Using a questionnaire with this 47 indicators, a study was conducted among 650 small and medium entrepreneurs in Kerala during October 2018 to test the validity of the data collection instrument.

Results and Discussion

Factor analysis technique was used to identify the factor structure of indicators that form entrepreneurial competency. After identification of the factor structure, the goodness of measures of the entrepreneurial competency scale in terms of reliability and validity were also established. A Principal Component Analysis of the 47 indicators of entrepreneurial competency was performed using SPSS 17.0 to reduce the larger set of variables into a smaller, conceptually more coherent set of variables, by identifying redundancy among the variables. The items that load higher than 0.5 were retained while low loading items were eliminated. The loadings of all indicators should be 0.5 or above on their

hypothesized component to be considered practically significant (Hair et al., 2009).

The visual examination of the correlation matrix revealed that most correlations were above the recommended value of 0.3. The sufficiency of correlations in the data set for factor analysis was thus established.

For factor analysis to be done, it is appropriate to first test that variables are sufficiently interconnected and the Kaiser-Meyer-Olkin statistic is the usual measure. The KMO statistic indicates the proportion of variance in the variables that might be caused by underlying factors. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.873, a level described as 'marvelous' by Kaiser (1974). The Bartlett's test of Sphericity is a statistical test for the presence of correlations among the variables and tests the hypothesis that the correlation matrix is an identity matrix i.e., all diagonal elements are 1 and off diagonal elements 0, implying that all the variables are uncorrelated and therefore unsuitable for structure detection. The Bartlett's Test of Sphericity was significant ($p < 0.001$) and the test value was high at 25300.37 leading to the conclusion that there were correlations in the data set are appropriate for factor analysis.

Validation of the Entrepreneurial Competency Scale

To ensure that the instrument developed to measure entrepreneurial competency was indeed measuring the construct, the goodness of measures

was assessed by testing the reliability and validity of the instrument. Validation tests such as convergent and discriminant validity were conducted before the Structural Equation Modeling was done.

Convergent Validity

Convergent validity tests establish whether responses to the questions are sufficiently correlated with the respective latent variables. Convergent validity is usually assessed based on the comparison of loadings calculated through a non-confirmatory analysis with a fixed value. Two criteria are recommended as the basis for concluding that a measurement model has acceptable convergent validity: p values associated with the loadings should be lower than 0.05 and loadings for indicators of all respective latent variables must be 0.5 or above for the convergent validity of a measure to be acceptable (Hair et al., 2009). In the study, the factor loadings associated with the latent variables ranged between 0.520 and 0.936 as shown in Table 3 and hence it was reasonable to assume that the measurement model for entrepreneurial competency has acceptable

convergent validity. The loadings for each latent variable (shown in parentheses) were all high while cross loadings were low. The P values associated with the loadings were all lower than 0.001. Since there were no indicators for which these criteria were not satisfied, there was no need to remove any of the indicators and the convergent validity of the scale was established.

Discriminant Validity

Discriminant validity tests verify whether responses from the respondents to the questions are either correlated or not with other latent variables. A measurement model has acceptable discriminant validity if the square root of the average variance extracted (AVE) for each latent variable is higher than any of the correlations between the latent variable under consideration and any of the other latent variables in the measurement model (Fornell & Larcker, 1981). On the diagonal of the latent variable correlations table (Table 3) are the square roots of the average variances extracted for each latent variable.



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Table 2
Reclassified Loadings with Indicators

INDICATORS	Reclassified Indicators with Component Loadings			
	Strategic Management Competency	Financial Management Competency	Personnel Management Competency	Operations Management Competency
I ensure that activities are directed towards achieving business goals	0.892			
I can predict market movements/fluctuations correctly	0.876			
I try out competitor's products	0.858			
I always look at solving old problems in new ways	0.856			
I have a clear picture about the objectives of our business	0.854			
I clearly know what to do to achieve our business objectives	0.851			
I always try to bring up new ideas in the business	0.827			
I am always ready to grab a market opportunity [eg. Festive seasons]	0.822			
I am sure that what we do is the best way to achieve our objectives	0.764			
I regularly take feedback from customers	0.754			
I continuously monitor what our competitors/ peers are doing	0.714			
We have decided on what to do for the next 3-5 years in our business	0.664			
I can predict my next year's budget accurately		0.937		
I am always on the lookout for new schemes from banks, LAs etc.		0.925		
I always do cost – benefit analysis for activities		0.919		
I know what is my return and cost on capital		0.912		
I maintain a network of personal contacts for financial consultation		0.902		
I have incentive system to reward above-norm performance		0.761		



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INDICATORS	Reclassified Indicators with Component Loadings			
	Strategic Management Competency	Financial Management Competency	Personnel Management Competency	Operations Management Competency
I have continuous records of cash flow analysis		0.715		
I can plan my financial need for production according to market changes		0.711		
I modify my activities to better suit our future objectives		0.663		
I try to create a positive climate and culture in the business			0.868	
I use personal contacts, influences, and relations to increase business			0.866	
I ensure that right people are assigned the right duties and responsibilities			0.859	
I have links with experts/advisors for help			0.854	
I have small sub-groups assigned specific roles and activities			0.804	
I motivate my colleagues to achieve targets and goals			0.713	
I participate regularly in meetings to discuss future actions			0.687	
I have specific plans decided for the next one or two years				0.841
I always ensure sufficient supply of resources in business				0.805
I am very keen to ensure that the business runs smoothly				0.799
I try to minimize cost, effort and time by analysis [eg. Vendor selection]				0.778
I evaluate alternatives before selecting an action				0.737
I can use technology to improve efficiency in production				0.682

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization
Rotation converged in 12 iterations



Table 3
Combined Loadings and Cross Loadings: Entrepreneurial Competency Scale

	Entrepreneurial Competency				
	Strategic Management	Financial Management	Personnel Management	Operations Management	P value
EC31TOT	(-0.850)	0.515	-0.627	0.592	<0.001
EC36TOT	(-0.621)	-0.052	1.006	-0.099	<0.001
EC1TOT	(-0.895)	-0.243	-0.598	0.024	<0.001
EC10TOT	(-0.839)	0.207	-0.053	-0.293	<0.001
EC13TOT	(-0.699)	0.4	-0.533	0.571	<0.001
EC8TOT	(-0.936)	-0.731	-0.06	0.071	<0.001
EC2TOT	(-0.885)	-0.471	-0.374	-0.003	<0.001
EC3TOT	(-0.852)	-0.435	-0.186	0.109	<0.001
EC9TOT	(-0.708)	1.222	0.178	-0.285	<0.001
EC29TOT	(-0.788)	0.39	-0.105	0.565	<0.001
EC4TOT	(-0.747)	1.482	1.13	-0.342	<0.001
EC12TOT	(-0.931)	-0.731	-0.06	0.071	<0.001
EC43TOT	-0.668	(-0.759)	-0.245	-0.376	<0.001
EC40TOT	-1.157	(-0.694)	-0.957	-0.063	<0.001
EC11TOT	-0.68	(-0.747)	-0.898	-0.121	<0.001
EC35TOT	0.81	(-0.853)	1.865	0.224	<0.001
EC42TOT	0.079	(-0.636)	0.694	-0.143	<0.001
EC41TOT	0.972	(-0.766)	-0.17	0.277	<0.001
EC15TOT	-0.464	(-0.520)	1.23	-0.407	<0.001
EC7TOT	-0.195	(-0.756)	-0.021	0.182	<0.001
EC44TOT	1.467	(-0.767)	-0.096	0.381	<0.001
EC34TOT	0.033	-0.415	(-0.935)	0.092	<0.001
EC39TOT	0.98	0.779	(-0.897)	0.317	<0.001
EC22TOT	-0.652	-0.520	(-0.837)	0.224	<0.001
EC24TOT	-0.261	0.123	(-0.916)	-0.18	<0.001
EC14TOT	-0.448	0.233	(-0.934)	-0.243	<0.001
EC18TOT	0.351	-0.09	(-0.897)	-0.121	<0.001
EC27TOT	1.191	0.91	(-0.693)	0.256	<0.001
EC19TOT	0.121	0.447	0.357	(-0.903)	<0.001



EC21TOT	-0.114	0.355	0.642	(-0.886)	<0.001
EC20TOT	0.921	-0.102	0.299	(-0.643)	<0.001
EC23TOT	-0.839	0.253	0.358	(-0.843)	<0.001
EC17TOT	0.248	-0.672	-0.817	(-0.904)	<0.001
EC47TOT	0.918	-0.416	-1.037	(-0.862)	<0.001

Source: Analysis Results

As seen in Table 3, the average variance extracted for each variable (shown in parentheses) was higher than any other values above or below it or to its left or right. Thus discriminant validity of the measurement model was established.

Table 4
Latent Variable Correlations – Entrepreneurial Competency Scale

Variable Correlations	Entrepreneurial Competency			
	Strategic Management	Financial Management	Personnel Management	Operations Management
ECF1	(0.732)	0.569	0.680	0.033
ECF2	0.669	(0.680)	0.442	0.350
ECF3	0.680	0.442	(0.793)	-0.251
ECF4	0.033	0.350	-0.251	(0.815)

Source: Analysis Results

Reliability

A measurement instrument has good reliability if the question statements associated with each latent variable are understood in the same way by different respondents. For a measurement instrument to have good reliability, both the composite reliability and Cronbach's alpha coefficients should be equal to or greater than 0.7 (Fornell & Larcker, 1981; Nunnally & Bernstein, 1994). As all the indicators were reflective latent variable indicators, the criteria apply. According to Field (2005), values between 0.7 and 0.8 of Cronbach's α are acceptable values of consistency.

Table 5
Latent Variable Coefficients – Entrepreneurial Competency Scale

Variable Coefficients	Entrepreneurial Competency			
	Strategic Management	Financial Management	Personnel Management	Operations Management
Composite Reliability	0.924	0.881	0.916	0.891
Cronbach's Alpha	0.909	0.845	0.887	0.803
Average Variance Extracted(AVE)	0.737	0.862	0.629	0.665

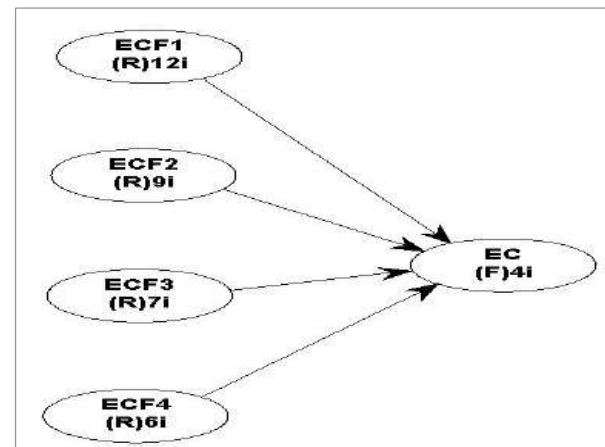
Source: Analysis Results

As seen in Table 5 the composite reliability coefficients ranged from 0.761 to 0.938 and the Cronbach's alpha coefficient between 0.722 and 0.924, both well above the 0.7 threshold. It was therefore concluded that the measurement model has acceptable reliability. Thus, the 47 variables identified for measuring the construct of entrepreneurial competency, were subject to factor analysis and four factors were identified to measure entrepreneurial competency, such as strategic management competency, financial management competency, personnel management competency and operations management competency.

Validation of Entrepreneurial Competency

Construct

Confirmatory factor analysis was used to find out the validity of the scale. While conceptualizing the entrepreneurial competency construct, an important issue was whether entrepreneurial competency needs to be defined as a formative or a reflective construct. A reflective construct implies that the different dimensions of EC are different manifestations of the construct and therefore reflect the content of entrepreneurial competency. A formative construct, on the other hand, is one in which the construct EC is defined as the outcome formed of its dimensions. In the case of reflective constructs, increase in any one of the dimension, say "strategic management competency" will result in an increase in all the other dimensions of EC. In the case of formative construct, an increase in any one of the dimensions increases the overall magnitude of EC, but does not necessarily affect the other dimensions. Entrepreneurial Competency was conceptualized in the study as a second-order formative construct on theoretical grounds. The dimensions of entrepreneurial competency with the indicators based on factor analysis are shown in Figure 1.



Entrepreneurial Competency Indicators

Figure 1

To assess the model fit with the data, it is recommended that the p-values for both the average path coefficient (APC) and the average R-squared (ARS) be both lower than 0.05. It is also recommended that the average variance inflation factor (AVIF) be lower than 5 (Kock, 2012).

Table 6 below provides the model fit indices with p values of the estimated model. It was found that, all the three fit criteria were met and hence it was

assumed that the model had acceptable predictive and explanatory quality as the data is well represented by the model.

Table 6
Model Fit Indices and p Values – Entrepreneurial Competency Construct

APC = 0.394, $P < 0.001$
ARS = 0.733, $P < 0.001$
AARS = 0.732, $p < 0.001$
AVIF = 4.018, Good if < 5

Source: Analysis Results

In Table 7 the R squared and Q squared coefficients are provided only for endogenous variables. The R squared coefficient reflects the percentage of explained variance associated with the

latent variable. In other words, it refers to the percentage of explained variance of the latent variable that is due to the latent variables pointing at it. The R squared coefficient for EC is 0.969 meaning 96 percentage of the variance in EC is explained by the four dimensions in the study. The Q squared coefficient, which is also known as Stone-Geisser Q squared coefficient, reflects the predictive validity associated with the latent variable. It is recommended that accepted predictive validity in connection with an endogenous variable is suggested by a Q squared coefficient greater than zero (Kock, 2012). The Q squared coefficient as seen in Table 7 is 0.964 and hence predictive validity of the model was also established.



Table 7

Latent Variable Coefficients –Entrepreneurial Competency Construct

Latent Variable Coefficients	Strategic Management	Financial management	Personnel Management	Operations Management	Entrepreneurial Competency
R - Squared					0.969
Composite Reliability	0.924	0.881	0.916	0.891	0.697
Cronbach's Alpha	0.909	0.845	0.887	0.803	0.800
Average Variance Extracted(AVE)	0.737	0.862	0.629	0.665	0.693
Q - Squared					0.964

Source: Analysis Results

In the case of formative constructs, it is recommended that indicator weights with P values lower than 0.05 need be considered valid items in a formative latent variable measurement item subset. As seen in Table 8, all indicators have P value below 0.001, which satisfies the criterion well and hence the need to remove indicators did not arise.

In addition to this, Cenfetelli and Bassellier (2009) and Petter, Straub and Rai (2007) recommend that the variance inflation factors (VIFs) of all latent variables be below the threshold 3.3 in the context of PLS-based SEM in discussions of formative latent variable measurement (Kock, 2012).

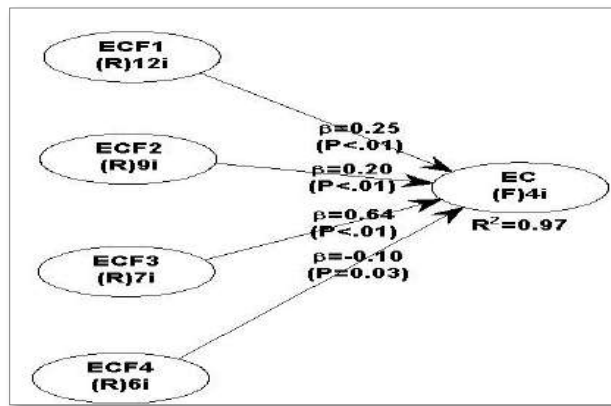
Table 8
Indicator Weights and VIF - Entrepreneurial Competency Construct

	Entrepreneurial Competency	P Value	VIF
lv_ECF1	(0.347)	<0.001	2.466
lv_ECF2	(-0.232)	<0.001	2.324
lv_ECF3	(0.328)	<0.001	1.341
lv_ECF4	(0.374)	<0.001	2.104

Source: Analysis Results

VIF is a measure of the degree of vertical collinearity or redundancy among the latent variables that are hypothesized to affect another latent variable. In reflective latent variables indicators are expected to

be redundant while in formative latent variables indicators measure different aspects of the same construct and therefore should not be redundant. The structural model explaining the statistical significance of the four dimensions of entrepreneurial competency is given in Figure 2.



Structural Model Analysis – Entrepreneurial Competency Construct

Figure 2

Structural equation models (SEM) with latent variables are often used to analyse relationships among variables. The relationships among latent variables were tested only after testing the goodness of measures of the entrepreneurial competency scale. The statistical significance of relationships among entrepreneurial competency and its extracted dimensions were of interest to this study. The path coefficients (β) and p values for the relationships are as shown Figure 2. All paths in the model were significant ($p < 0.05$) and all path coefficients (β) were also positive indicating that an increase in any of these

dimensions results in an increase in Entrepreneurial Competency. The four dimensions of entrepreneurial competency could explain 97 per cent variation in entrepreneurial competency construct.

Conclusion

The current study is intended to explore the dimensions of entrepreneurial competency construct and the factors that make up each dimension. The study identified four different dimensions of entrepreneurial competency such as strategic management, financial management, personnel management and operations management competency, using factor analysis. The entrepreneurial competency scale would be useful for small and medium entrepreneurs as well as policy makers to conceive, design and implement training programmes for entrepreneurs. The scale can be used by implementing agencies for developing tailor made training modules for entrepreneurs, covering all the four dimensions of entrepreneurial competency as identified by the study. Future research can focus on the impact of these entrepreneurial competency dimensions on the business performance of entrepreneurs. The current study also contributes to the literature in the sense that it provides a functional perspective of measuring entrepreneurial competency as it focuses on the business functions to be performed in 1 organizational context. Even though the study is based in Kerala, the finding are not culture specific, and hence it is expected to be generalizable in national and international context.

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